

**Standing Orders, Remits and Delegated Authorities (3)**

**AS WITH ALL OF THE ASSOCIATION'S POLICIES and PROCEDURES THIS DOCUMENT CAN BE MADE AVAILABLE IN SUMMARY, ON TAPE, IN BRAILLE, AND IN TRANSLATION INTO MOST OTHER LANGUAGES –**

**PLEASE ASK A MEMBER OF STAFF IF YOU WOULD LIKE A VERSION IN A DIFFERENT FORMAT**

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| Approved By | Committee of Management at the meeting on 4 <sup>th</sup> June 2003 |
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| Author      | Ian Morrison  |

## 1. Introduction

- 1.1 The Scottish Housing Regulator (the Regulator) sets out, in its framework for the Regulation of Social Housing in Scotland (2012), the expectations that for Registered Social Landlords (RSLs):

***The powers and responsibilities of the governing body are clearly set out;***

***The roles, powers and responsibilities of governing body office bearers are set out. And any delegation to committees or staff are clearly set out in standing orders and delegated authorities; and***

***It is clear what types of meetings can and should be held and their purpose. There are clear procedures to call all meetings, and it is clear what the quorum of meetings should be, how resolutions will be passed, and decisions recorded, and how many meetings should take place each year, subject to a minimum of six meetings a year.***

***[Section 5, Regulatory Standards of Governance and Financial Management]***

- 1.2 This document is designed to address these expectations and supersedes all previous documents relating to Standing Orders, Committee Remits and Delegated Authorities.

## 2. Background Information

### Committee Structure

- 2.1 The vast majority of the Association's business is conducted by the Management Committee, but it has been agreed to operate two Subcommittees: Audit and Staffing. The Audit Subcommittee will meet quarterly, or in line with the Internal Audit Programme, and the Staffing Subcommittee will meet on an ad hoc basis, whenever necessary. Membership of these Subcommittees will be agreed at the first full meeting of the Management Committee following the Annual General Meeting each year.

### Officer Bearers

- 2.4 The Management Committee will have the following Office Bearers:
- Chairperson
  - Vice-chairperson
  - Assistant Vice-chairperson (Audit)
  - Assistant Vice-chairperson (Staffing)

- 2.5 The role of Chairperson is an established one and is as outlined in the Rules of the Association (particularly Rule 59.5 and following) and as contained in Appendix 1; the role of the Vice-chairperson is to routinely deputise for when the Chairperson is not available.
- 2.6 In addition to these, there will be the posts of Assistant Vice-chairperson (Audit) and Assistant Vice-chairperson (Staffing). The Assistant Vice-chairpersons will be empowered to:
- Chair either the Audit or Staffing Subcommittees as denoted by their respective titles
  - Chair the Management Committee and other meetings in the absence of the Chairperson and Vice-chairperson (who may be unavailable because of personal reasons or because they are representing the Association on external groups or at external events)
  - Themselves represent the Association on such groups or at such events and have the same delegated responsibility to do so in the same way as the Chairperson and Vice-chairperson
- 2.7 The creation of these two posts is intended to:
- Recognise that the Association participates in an increased and increasing number of external groups and events
  - Develop a greater depth of resource to deputise for the Chairperson and Vice-chairperson
  - Contribute to succession planning through the availability of members with appropriate training, skills and experience when there is a change in the incumbent of either the Chairperson or Vice-chairperson posts
  - Represent a much better use of Committee resources than the familiar structure which includes a Treasurer among the Office Bearers
- 2.8 For the absence of doubt, this does not create an “Executive Group”, or similar, nor does it prevent appropriately skilled Committee members who are not Office Bearers from being delegated by the Committee to represent the Association on external groups or at external events provided these Committee members are given a clear remit to do so. The Office Bearers will not have any separate meetings and will not, as a distinct group, have any decision-making powers. When representing the Association on external groups, as referred to above, any of the Office Bearers will only be able to do so in the usual manner – i.e. to represent the Association’s views as already agreed by the Management Committee.

### 3. The Remit of the Association's Management Committee

3.1 The Management Committee is charged with the following responsibilities:

- (i) **to make decisions regarding the Association's aims and objectives**
- (ii) **to oversee and direct business in such a way as to ensure that these aims and objectives are met.**

The Management Committee is directly accountable to the membership and is open to a democratic election process every year at the Annual General Meeting. All tenants of the Association are encouraged (via the membership policy) to be shareholders and to stand for election to the Management Committee.

3.2 The responsibilities of the Management Committee will be to:

- oversee, control and direct the activity of all staff and Committee members and these persons shall, in the first instance, be accountable to the Committee
- ensure that all business and activities are conducted in accordance with the Association's Rules
- agree key planning documents, such as the Internal Management and Strategy & Development Funding Plans
- appoint and remove staff (via the Staffing Subcommittee) in order to achieve business objectives. This will be done with due regard to the Association's contractual and legal obligations as an employer
- decide, on an annual basis, whether to affiliate to representative and advisory bodies, such as the Scottish Federation of Housing Associations or Employers in Voluntary Housing
- undertake training in line with the Development & Learning Policy, to ensure Committee members are capable of taking informed decisions
- ensure that the Association's borrowings are undertaken in accordance with its Rules
- ensure that the requirements placed upon the Association by statutory bodies, such as the Scottish Housing Regulator, are met. This includes ensuring that accurate and timeous submission are made to such as the Annual Return on the Charter (ARC) and Five-year Business Plans.

- ensure that the Association complies with the law at all times
- ensure that the Association seeks to comply with best practice at all times.
- ensure that the Association maintains a satisfactory level of compliance with *the Scottish Social Housing Charter*.
- delegate duties to the two Subcommittees in accordance with the terms section 6 of this document.

#### **4. Delegation to the Chief Executive**

- 4.1. The Chief Executive is authorised and empowered to manage the Association and to direct its operations. The Chief Executive is responsible and accountable to the Board.
- 4.2. The Chief Executive may, consistent with these Standing Orders, including the Scheme of Financial Delegation, delegate such powers, responsibilities and authority to such members of staff of the Association as the Chief Executive may from time to time determine and must advise the Board accordingly.
- 4.3. The Chief Executive, in consultation with the Chairperson, is responsible for the interpretation of the policies of the Association and the Chief Executive is responsible for their implementation.
- 4.4. The Chief Executive is responsible for the preparation and effective implementation and operation of a scheme of non-financial delegation under which the Chief Executive will delegate such powers, responsibilities and authority to such members of staff of the Association as he/she may from time to time determine and must advise the Board accordingly. The Chief Executive will provide the Board with such information in respect of this scheme, its implementation and operation as the Board may from at any time reasonably request.

#### **5. Standing Orders for the Management Committee**

- 5.1. The Management Committee will comprise no fewer than seven and no more than fifteen members (including co-optees), or as otherwise laid down in the Rules adopted by the membership.

- 5.2 All meetings require a quorum to be present in order for any business transacted/ decisions made to stand. The quorum is four members (excluding co-opted members whose attendance does not count towards a quorum). If a quorum is not present 15 minutes after the starting time of the meeting, the meeting will be rearranged at a mutually convenient time (if there is any urgent business, an Emergency Powers meeting may have to be called).
- 5.3 To ensure continuity and accountability of the Association's business, the Chairperson and other Office Bearers will be appointed at a special meeting of the Management Committee held immediately after the AGM (on the same evening and at the same venue). The appointed Office Bearers shall be:
- Chairperson
  - Vice-chairperson
  - Assistant Vice-chairperson (Audit)
  - Assistant Vice-chairperson (Staffing)

Retiring Office Bearers may stand for re-election on any number of successive occasions, with the exception of the Chairperson who may not stand for a sixth successive year. Additional Office Bearers may be appointed via a variation to these Standing Orders.

- 5.4 Nominations must have a proposer and a seconder and, in the event of a contest, the election will be by show of hands.
- 5.5 Should anyone wishing to stand as Chairperson or other Office Bearer not be able to attend on the evening of the AGM they must indicate their willingness to do so in writing, they must have a proposer and seconder and they can record votes for any of the positions also in writing.
- 5.6 Membership of Subcommittees will be agreed at the first full meeting of the Management Committee after the AGM. In the event that agreement cannot be reached in discussion, the Association Secretary will institute an election process following the same principles as outlined at 4.4 and 4.5 above.
- 5.7 In addition to the above Office Bearers the Committee of management needs to appoint a Secretary. However, this need not be a Committee Member but could be (mainly for practical reasons) a senior member of the staff Executive Team. In such a case, he/she is not permitted to vote on any matters raised at a Committee or Subcommittee meeting.

- 5.8 The Committee may remove any Office Bearer at a Special Management Committee meeting called for that specific purpose. Any motion in this regard must have a majority of two thirds of those present and eligible to vote (co-optees may not vote on such issues).

### **Procedures at Meetings**

- 5.9 Meetings of the Management Committee will take place on a designated day and time each month, to be agreed by annually by Committee. The Committee may though opt to cancel or move meetings affected by public or general holiday periods.
- 5.10 Agendas, minutes of the previous meeting and papers for each meeting will be circulated by the Secretary. Any member wishing a specific item included on either agenda must notify the Secretary at least ten days in advance of the meeting (failing this, the item may be raised under Any Other Business).
- 5.11 The Chairperson will direct the business at each meeting and will rule on the competency of any item being raised. The order of business at the meeting will normally follow the agenda, but this may be altered by the Chairperson. Where the Chairperson is not in attendance, the Vice-chairperson will deputise or, failing this one of the two Assistant Vice-chairpersons. In the unlikely event that none of these Office Bearers are present, the Committee members will delegate this to another member.
- 5.12 Any member wishing to speak may do so by indicating this to the Chairperson. No member will speak unless invited to do so by the Chairperson.
- 5.13 All questions of order will be decided upon by the Chairperson.
- 5.14 Where a vote is required, this will normally be by a show of hands, but a secret ballot may take place if a simple majority of the members present vote in favour of this. Where there is a tie, the Chairperson will have a second or casting vote. Any member who disagrees with a decision of the Committee may have his/her dissent recorded in the minutes by indicating this at the meeting.
- 5.15 All Committee business will be recorded in a formal minute, which will be prepared by the Secretary (or other staff member acting on his/her authority), and approved at the next meeting by being proposed and seconded as an accurate record of the business discussed. Minutes of Regular meetings will be taken to the next Regular meeting.
- 5.16 The maximum duration of any meeting will be two hours. For the meeting to continue beyond this time period, a motion to suspend Standing Orders must be approved by at least two thirds of those members present. Standing Orders may only be suspended for fifteen minutes duration and no more than twice in any one meeting. It is the duty of the Chairperson to ensure that Standing Orders are observed.

### 6. Standing Orders for Subcommittees

#### **Audit Subcommittee**

- 6.1 The Audit Subcommittee will comprise no fewer than four and no more than eight members. Appointments to this Subcommittee will take place at the first full meeting after the Annual General Meeting. Appointment will be by agreement with nomination, seconding and voting being used if agreement cannot be reached. The Vice-chairperson (Audit) will automatically be appointed to this Subcommittee and will be the Chairperson.
- 6.2 Meetings will be held quarterly, dates to be agreed, as far as possible, at the beginning of each Committee year.
- 6.3 Agendas, previous minutes and papers for the Audit Subcommittee meeting will be circulated at least five days in advance. Any member wishing a specific item included on the agenda must notify the Secretary at least ten days in advance of the meeting (failing this, the item may be raised under Any Other Business).
- 6.4 The Subcommittee's quorum will be three members. The Chairperson will direct the business at each meeting and will rule on the competency of any item being raised. The order of business at the meeting will normally follow the agenda, but this may be altered by the Chairperson. Where the Chairperson is not in attendance, another member will be elected at the meeting to deputise.
- 6.5 Any member wishing to speak may do so by indicating this to the Chairperson. No member will speak unless invited to do so by the Chairperson.
- 6.6 All questions of order will be decided upon by the Chairperson.
- 6.7 Where a vote is required, this will normally be by a show of hands, but a secret ballot may take place if a simple majority of the members present vote in favour of this. Where there is a tie, the Chairperson will have a second or casting vote. Any member who disagrees with a decision of the Audit Subcommittee may have his/her dissent recorded in the minutes by indicating this at the meeting.
- 6.8 All business will be recorded in a formal minute and approved at the next Subcommittee meeting by being proposed and seconded as an accurate record of the business discussed. The Minute will also be presented to the first full meeting of the Committee, following.

- 6.9 The maximum duration of any meeting will be two hours. For the meeting to continue beyond this time period, a motion to suspend Standing Orders must be approved by at least two thirds of those members present. Standing Orders may only be suspended for fifteen minutes duration and no more than twice in any one meeting. It is the duty of the Chairperson to ensure that Standing Orders are observed. Any suspension of Standing Orders will be noted in the minutes of the meeting and reported to the Management Committee at its next meeting.

### **Staffing Subcommittee**

- 6.10 Because of the *ad hoc* nature of the meetings cycles of this Subcommittee and the fact that the annual business cannot be predicted, its Standing Orders differ from the norm. This should be borne in mind when consulting the following paragraphs.
- 6.11 The Subcommittee will comprise no fewer than four and no more than eight members. Appointments to this Subcommittee will take place at the first full meeting after the Annual General Meeting. Appointment will be by agreement with nomination, seconding and voting being used if agreement cannot be reached. The Vice-chairperson (Staffing) will automatically be appointed to this Subcommittee and will be the Chairperson.
- 6.12 Meetings will be held as required to deal with a matter related to the employment of Staff such as selection, disciplinary matters or any matter relating to the Association's Terms and Conditions of Service.
- 6.13 When it becomes apparent that a meeting needs to be called, this can be raised at a Management Committee meeting and a date set. If the business to be discussed cannot be delayed, and falls between regular Committee Meetings, members of the Subcommittee should be consulted and the meeting arranged for an appropriate time.
- 6.14 The Chairperson (or, in his/her absence, a deputy) will be responsible for reporting Subcommittee business to the Management Committee and taking questions from members not on that Subcommittee.
- 6.15 Where applicable, agendas, previous minutes and papers for each Subcommittee meeting will be circulated at least five days in advance. The agenda will be dictated by the business to be discussed and there will not normally be items of "Any Other Business".

- 6.16 The Subcommittee's quorum will be three members. The Chairperson will direct the business at each meeting and will rule on the competency of any item being raised. The order of business at the meeting will normally follow the agenda, but this may be altered by the Chairperson. Where the Chairperson is not in attendance, another member will be elected at the meeting to deputise.
- 6.16 Once the Subcommittee has deliberated its findings, for example, decided whether to uphold a complaint, a vote, by a show of hands, will take place. Where there is a tie, the Chairperson will have a casting vote. Any member who disagrees with a decision of the Subcommittee may only have his/her dissent recorded in the minutes by agreement by the Subcommittee, this being to avoid anything insensitive being on record, for example, disagreement on the preferred candidate for a job.
- 6.17 The maximum duration of any meeting will be 2 hours. For the meeting to continue beyond this time period, a motion to suspend Standing Orders must be approved by at least two thirds of those members present. Standing Orders may only be suspended for 15 minutes duration and no more than twice in any one meeting. It is the duty of the Chairperson to ensure that Standing Orders are observed. Any suspension of Standing Orders will be noted in the minutes of the meeting and reported to the Management Committee at its next meeting.
- 6.18 Decisions taken by the Subcommittee, other than those specifically delegated, require to be reported to the Management Committee.

## **7. Remits and Delegated Authorities of the Subcommittees**

### **7.1 Audit Subcommittee**

The remit and delegated authority of the Audit Subcommittee is to:

- advise on the appointment and remuneration of the External Auditors
- oversee the performance of External Auditors and Internal Audit, including the establishing performance measures
- advise on the scope of work and objectives of Internal Audit, providing an Annual Report to the Committee of Management
- advise on the appointment and remuneration of Internal Auditors
- oversee the Internal Audit Plans and Audit Needs Assessment

- ensure coordination between the Internal Audit Service and External Auditors
- advise on Internal Audit assignment reports and annual Opinions
- consider the terms of the external auditor's Management Letter, ensure that the Management Committee is made aware of its contents and recommend an appropriate response, which the Chairperson will sign on behalf of the Association.
- consider and recommend the Association's Annual Financial Statements for presentation to Committee.
- ensure that the Association is fulfilling the obligations placed upon it by the Code of Audit Practice with regards to external and internal audit.
- develop draft internal and external audit action plans for consideration by the Management Committee. Once these are agreed, the Audit Subcommittee will monitor progress made and highlight any areas of concern to the Management Committee for consideration.
- commission investigations and seeking professional advice as considered necessary
- advise the Committee of Management on actions taken against the Risk Management Plan
- review the Financial Regulations and procedures, through Internal and External Audit
- commission any investigation of potential instances of fraud or irregularity or cases of Whistleblowing

### 7.2 Staffing Subcommittee

The remit and delegated authority of the Staffing Subcommittee is to:

- review Conditions of Service as required, taking appropriate advice (for example from the Association's solicitor or Employers in Voluntary Housing) and make recommendation to the Management Committee.
- agree, with appropriate recommendations from staff, the person specification for any vacancies, instruct officers to make appropriate arrangements for advertising the post(s), and be represented on the selection panel.

- hear and adjudicate on any staff grievance issue that cannot be resolved within the staff team and which requires to proceed to Committee level. The Chairperson must ensure that appropriate advice is received in writing from Employers in Voluntary Housing and, if recommended by EVH or felt appropriate by members, the Association's solicitors. All members of staff involved in the dispute should also be encouraged to seek advice. Any decision to issue verbal or written warnings, suspend or terminate a contract of employment or make a severance payment must be decided by the full Management Committee following a recommendation from the Staffing Subcommittee. Any severance payment must reflect the requirements of SHGN 99/09 (and any subsequent updates to this guidance)

### 8. Subcommittee Decisions

8.1 The Management Committee has ultimate responsibility for all actions and decisions taken by the Association. Whilst some decisions and tasks are delegated to the Association's two Subcommittees, it is critical that the Management Committee is kept fully aware of all decisions taken. All Subcommittee business falls into one of the following two categories:

- decisions taken in line with delegated authorities
- recommendations to the Management Committee

This section outlines the debriefing arrangements covering each category.

#### 8.2 Decisions Taken

Decisions taken at all Subcommittee meetings will be conveyed to the Management Committee through the minutes at the next scheduled meeting following the Subcommittee decision.

#### 8.3 Recommendations to the Management Committee

Where a Subcommittee does not have a specific delegated authority to make a decision, then this must be referred to the full Management Committee in the form of a Report. This helps prevent Subcommittees acting outwith their remit and protects Committee control.

Recommendations will be in writing and will generally include:

- the reason why the decision needs to be taken
- the options available to Committee
- identification of the preferred option and the reason(s) for this
- the recommendation itself

### **9. Declaration of Interest**

- 9.1 Committee members should ensure that private or personal interest (financial or otherwise) is never allowed to influence their decisions in Committee, nor should they use membership of the Committee for the advancements of their own interest. As a group, the Management Committee must also ensure that there is a full separation of interest between the Association's professional consultants, contractors or suppliers and the Committee.
- 9.2 This section of the Standing Orders, in accordance with the Association's Rules, require that any direct or indirect pecuniary interest on the part of a Committee member in any transaction to be considered by the Committee must be declared and minuted prior to discussion of the matter. The interested Committee member may not vote on the issue and, unless specifically requested to stay by the other members of the Committee, must leave the meeting for the duration of the discussion.
- 9.3 A Committee member discovered not to have declared an interest might be asked, in accordance with the Rules, to vacate office.
- 9.4 To help ensure that declarations of interest are not inadvertently missed, there will be a standing item near the start of the agenda under which members will be invited to note any declarations of interest that they can reasonably foresee at that point. This does not preclude, of course, other declarations of interest that may arise during the meeting, at which point the member(s) concerned would make the declaration.

### **10. Committee Members' Conduct**

- 10.1 Committee members are expected to observe appropriate standards of conduct at all times.
- 10.2 The Association has adopted a version of the Code of Governance for Committee Members, as drawn up by the Scottish Federation of Housing Associations and endorsed by the Scottish Housing Regulator.
- 10.3 The Code can be effective only if members are (i) aware of its contents and (ii) agree formally to observe these. To help in this regard, all members are required to sign a *Code of Conduct Declaration* annually. This will be done at either the first or second meeting after the AGM.

10.4 In addition to the Code, Members must sign an Annual Declaration covering the Code itself, Members' interests, eligibility to serve (as contained in the Rules) and a Declaration in Relation to Charitable Status. **Members who do not sign these documents are not entitled to sit on the Committee of Management.**

### 11. Confidentiality

11.1 The Association seeks to operate in as open a manner as possible. This includes, for example, making available non-confidential Committee minutes to tenants/members and other interested parties if requested. From time to time, however, Committee will discuss matters, which are confidential or sensitive in nature (where this applies, it will normally be referred to in the main document as confidential with a separate record kept).

11.2 There will, nonetheless, be instances where it is difficult to pinpoint whether an issue is confidential or not. Given the potentially damaging effects of confidential or sensitive business being discussed by Committee members in public, the Association has decided to adopt a policy whereby members do not engage in general discussion about the Association's affairs in public. Where tenants and members wish information about Committee discussions and decisions, they should be advised to contact the Association's staff who will make all appropriate papers available; where tenants and members wish further knowledge of how business is conducted at meetings, they are able to attend as observers.

11.3 This section accords with the Association's Access to Information policy.

### 12. Emergency Decisions

12.1 The situation may arise where the Association has to make an emergency decision, which cannot wait until the next Committee meeting and for which staff do not have delegated authority. Such instances are expected to be rare (probably not even as often as annually).

12.2 Given that this procedure should be used only for true emergencies, it needs to be invoked quickly. The most senior member of staff present will therefore:

- contact all Committee members by whatever means possible (email, telephone, home visit) and call a meeting at the earliest practical time. The staff member will have to use some judgement on the urgency of the situation - for example, it may sometimes be acceptable for the meeting to be deferred until the following day, although this may not necessarily be the case.

- consult with other members of staff to obtain their views
- make all reasonable attempts to contact the Association's Chief Executive if (s)he is not present at the time
- provide Committee members with as comprehensive a report on the matter as time allows (written if possible)
- ensure that the meeting is appropriately minuted
- ensure that the Management Committee receives a full report at its next meeting.

12.3 The Emergency "Subcommittee", by necessity, has no membership and no quorum. The principle is that as many members as possible attend to deal with what is considered to be a genuine emergency. Having a specific membership or quorum would only act to prevent a decision being taken and this may potentially damage the Association.

12.4 In the event that a meeting cannot be arranged, the most senior staff member involved will, in consultation with at least as many Office Bearers and thereafter any Committee members as can be contacted, implement whatever action is agreed as quickly as required. Contact may be by email, telephone or SMS text.

### **13. Equal Opportunities Testing**

13.1 In accordance with the Association's Equality & Diversity Policy, this document has been consciously considered to judge whether there is any likelihood that its presentation or operation could in any way lead, no matter how inadvertently, to discrimination. The conclusion of this exercise is that it is believed that the Standing Orders should operate in a non-discriminatory way.

### **14. Review**

14.1 This document will be reviewed every five years unless changes to the Association's own needs, best practice, or legal/regulatory requirements mean that this has to be done sooner.

### APPENDIX 1

#### **SPECIFIC RESPONSIBILITIES OF THE CHAIR**

1. nurture an effective and supportive working relationship with the Chief Executive;
2. ensure the whole Board works effectively with the Chief Executive and senior staff;
3. maintain an overview of business of the Association through regular discussion with the Chief Executive;
4. agree the Agenda for each Board Meeting;
5. ensure efficient management of Board Meetings, giving all Board Members the opportunity to express views, under and in terms of the Code of Conduct;
6. approve Board minutes and ensure decisions and actions arising from Board Meetings are monitored;
7. review minutes of meetings of the Committees and the Subsidiaries and ensure that relevant issues are brought to the attention of the Board;
8. support the Chief Executive in ensuring that the Schemes of Delegation Financial Delegation are implemented effectively so that Committees, the Chair, the Chief Executive and other staff are enabled to run the Association effectively between Board Meetings;
9. ensure that the Board monitors the use of these delegated powers;
10. ensure that the Board receives professional advice when it is needed, either from its staff or from external sources;
11. represent the Association as required;
12. make arrangements for the appraisal of the performance of the Chief Executive;
13. make arrangements for the appraisal of the Board (including the Chair), both collectively and individual Board Members, and support individual Board Members in their development with the assistance of the Vice-Chair;
14. make arrangements for enforcement of the Code of Conduct;
15. oversee the recruitment of replacement Board Members; and
16. agree the role of the Vice-Chair.

### APPENDIX 2 DELEGATED AUTHORITIES TO SENIOR STAFF

The responsibility for the overall direction and actions of Whiteinch & Scotstoun Housing Association lies with the elected Management Committee. The Committee fulfils this role via a series of regular Committee and ad hoc Subcommittee meetings, as described earlier in this document. On a day-to-day basis, however, the Committee relies on the professional staff team to ensure that the organisation is run in an appropriate manner, consistent with the policy and other objectives agreed by Committee.

The Association has a dedicated and well-qualified staff team, headed by the following senior staff:

- Chief Executive
- Deputy Chief Executive (and Secretary)
- Financial Services Manager
- Housing Manager
- Projects Manager

This appendix outlines the delegated authorities to those senior staff who, in turn, ensure that tasks are carried out appropriately.

**[Further delegated authorities to be added]**